



# **Headquarters U.S. Air Force**

**I n t e g r i t y - S e r v i c e - E x c e l l e n c e**

## **Communications Operations**

***Advocates for our C&I Professionals***



***Brigadier General Bernie K.  
Skoch***

***HQ USAF/ILC***

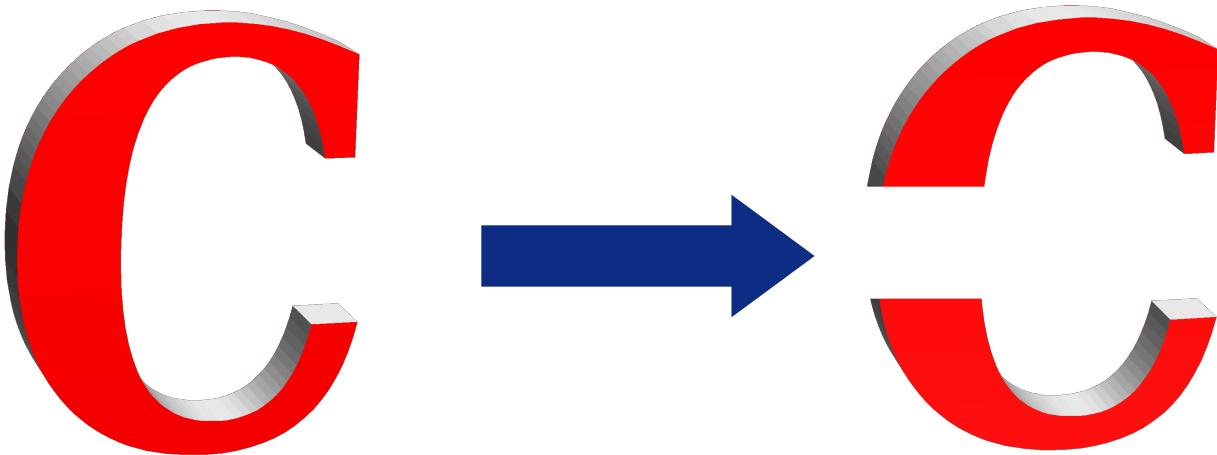
***7 October 2002***

***U.S. AIR FORCE***



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# What Kind of Transformation is This?



*The parting of the Red  
C*



# The Comm Job - It's Bigger Than Ever!

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AF/IL: The Force Behind Air & Space Power

*Air & Space Superiority* *Precision Engagement* *Global Attack*

Fully integrated common operating picture

Real-time sensor to decision maker to shooter link

Clear picture of friendly and enemy forces

Rapid, Secure Access to Decision-Quality Information to Unlock the Power of Integrated Air and Space Operations!

Enroute C2 & mission redirect

Full visibility into the logistics delivery system

Full control of the information domain

*Rapid Global Mobility* *Agile Combat Support* *Information Superiority*



# C&I in Current Ops!!

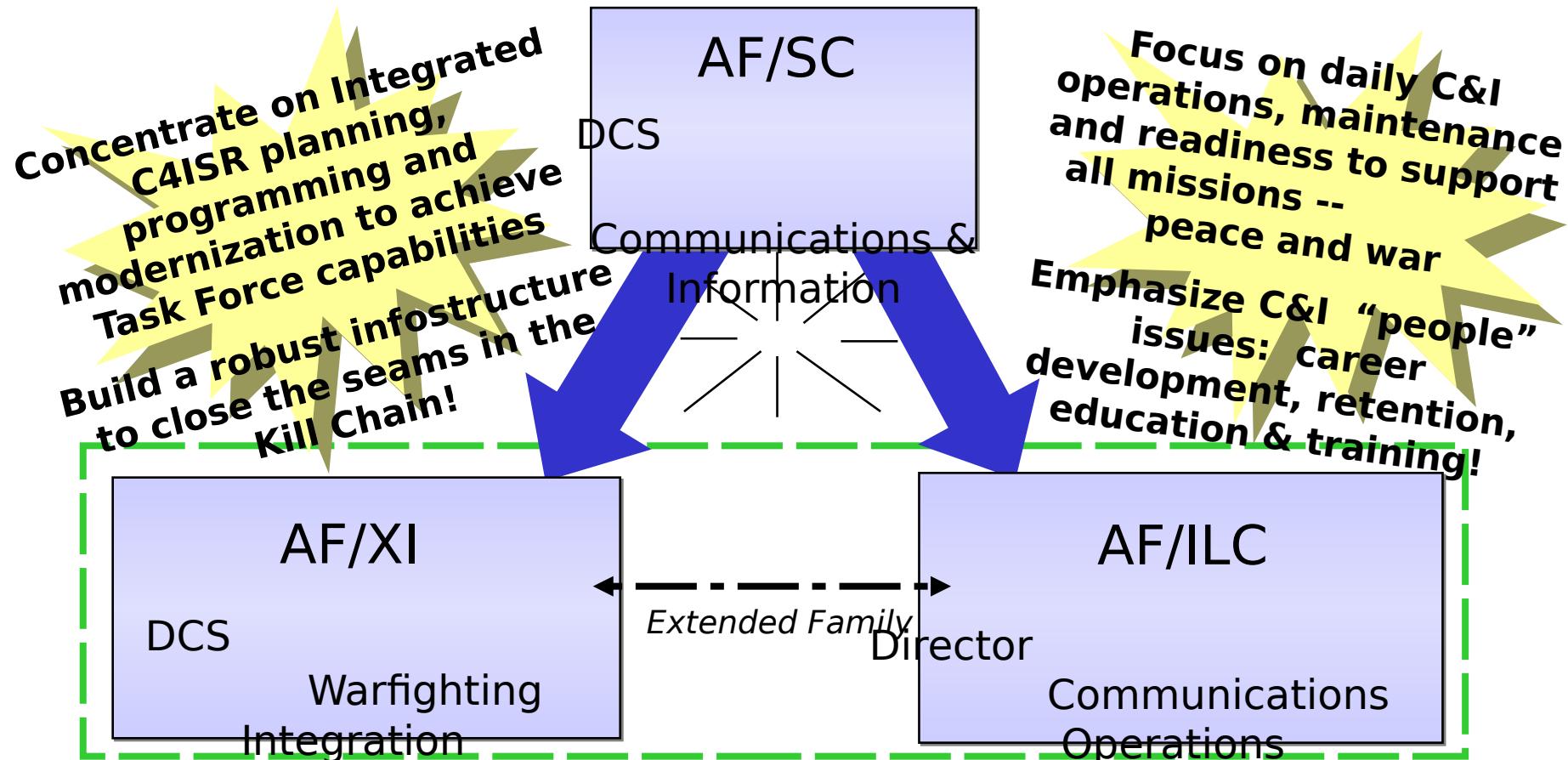


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AF/IL: The Force Behind Air & Space Power

# What happened to SC?



Enables a Laser-like Focus on Both Integrated C4ISR Planning and Day-to-Day Ops!



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# What is ILC?



## Our Mission

**Develop policies and procedures for communication enterprise operations and maintenance. Ensure the communications and information community is trained, organized and equipped for full-spectrum operations.**

**Your Number One Advocate at the Air Staff for C&I Readiness Issues!**

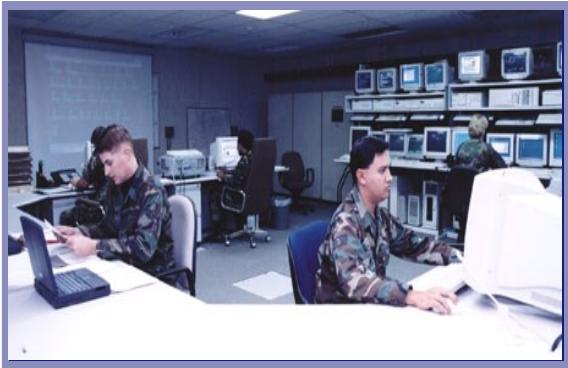


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# ILC Major Functions



- AF/A-6 for Contingency Operations
- Career Field Management
- C&I Resource Advocacy
- Policy and Guidance
  - C&I Enterprise Operations & Maintenance
  - Records Management/Information Mgt
  - Visual Information
  - Publishing and Postal Operations
  - C&I systems, telecommunications & long haul network



- Oversight of deployable comm/ATCALS
- Information Assurance Program
- Operational oversight of AFPCA





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# How We're Structured



*Detailed organizational contact listing included as a backup slide*



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# Key Relationships

## MAJCOM/SCs and Wings

- **Maintain constant communication**
- **Champion your needs**
- **Provide policy and guidance**

## AF/IL

- **Fully partner in the application of C&I disciplines to enable Agile Combat Support**
- **Ensure C&I is properly represented in the AF Corporate Structure**
- **Closely coordinate with other IL functionals on AF business systems supportability**

## AF/XI

- **Actively coordinate on:**
  - **Planning, programming, & supportability of all C&I systems, networks, and server consolidation (XIC)**
  - **IA policy and funding (XIC)**
  - **C&I Architectures & C4ISP evolution (XIW)**
- **Actively champion C&I resource needs (XIP)**



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# Key Relationships

## AF/XO

- **Sustain solid, consistent A-3/A-6 relationships**
- **Synchronize Info Ops & Info Assurance activities**
- **Closely partner on airfield systems O&M**

## AF-CIO

- **Ensure compliance with CIO policies/procedures**
- **Actively coordinate on and ensure implementation of policy/procedures for:**
  - **Information Resource Management**
  - **Total Cost of Ownership**
  - **Software Lifecycle Management**

## AFCA

- **Engage full scope of AFCA expertise in providing critical support to MAJCOMs & Wings to include:**
  - **Rapid response to real-world contingencies**
  - **Career Field Management**
  - **C&I Awards**
  - **Management of AF C&I publications**
  - **Competitive sourcing/force structuring**
  - **Information Assurance program implementation**
  - **Maintenance/supply and life cycle mgt policy**



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# Comm and Info Organizations



- **Comm and Info Groups (Diversity, scope, size of mission)**

- **Combat Communication**
- **Engineering and Installation**

## 15 Groups

- Computer
- Information Operations
- One Spt Grp(Cheyenne Mtn)

- Combat Comm
- Combat Camera
- Computer Support
- Engineering and Installation
- Air Communications

## 119 Squadrons

- Base Communications
- Training

**39 Reserve Sqrs/Flts and 146 Guard Sqrs/Flts**

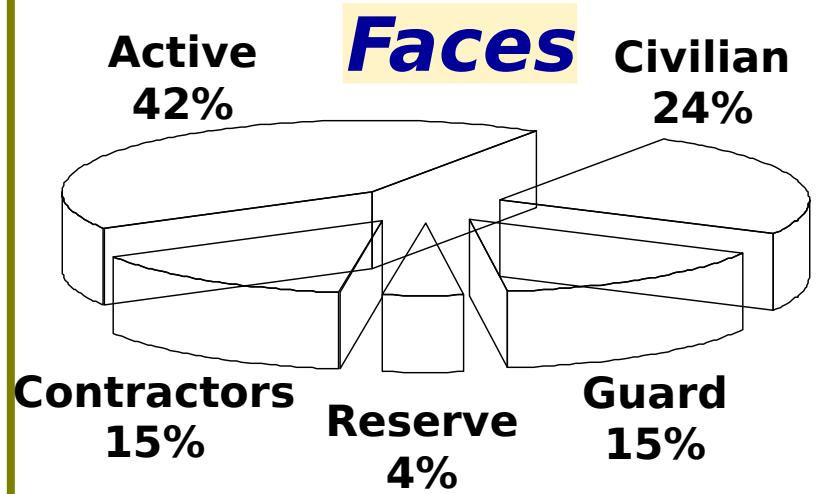
**No Change!**



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# Comm and Info Professionals



**98.2K People**

**About 13% of  
the total force**

As of: 14 Nov 01

## Valued members of the Aerospace Team

<b>Faces</b>	<b>Spaces</b>
<b>41.0K</b>	<b>Active 42.6K</b>
<b>23.1K</b>	<b>Civilians 26.9K</b>
<b>15.3K</b>	<b>Guard 16.5K</b>
<b>4.3K</b>	<b>Reserve 4.0K</b>
<b>14.5K</b>	<b>Contractors 14.5K</b>
<b>98.2K</b>	<b>Total 104.5K</b>



## All Accounted For!



# C&I Challenges

- **No single life-cycle systems management at the Air Staff**
  - Does not mirror base level environment
  - Rapid spiral development exacerbates the problem
  - Requires active coordination and feedback processes
- **C&I resource advocacy funneled through two staff organizations: AF/IL and AF/XI**
  - Pro: Multiple opportunities to promote C&I needs
  - Con: C&I has to compete with other priorities
  - Requires strong advocacy by MAJCOMs, IL and XI
- **C&I Functional Management shared by XI and ILC**
  - AF/XI - Senior Communicator
  - AF/ILC - Career Field Manager and Functional Area Manager for C&I military and civilian career fields



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# ILC Strategic Goals

- 1. Ensure efficiently sized, secure, reliable, and robust global communications and information capabilities to support EAF requirements**
- 2. Ensure C&I assets are seamlessly integrated into operational missions to satisfy AF requirements.**
- 3. Partner with XI and IL to advocate for resources to completely fund operations, maintenance and sustainment of existing C&I systems and manpower**
- 4. Implement a career management master plan that outlines specific retention, education & training, and career development initiatives for all military and civilian C&I career fields**
- 5. Actively and responsively communicate with MAJCOMs on all C&I issues to provide effective, timely policy/guidance, resources and other support to meet operational, maintenance and readiness needs**
- 6. Provide frequent opportunities for mentoring, professional development and C&I crosstalk with the Air Force Senior Communicator, Air Force Chief Information Officer and other key partners**
- 7. Actively articulate AF/ILC roles and responsibilities across the Air Force and seek the necessary span of control, associated resources and manpower to ensure ILC's ability to provide policy/guidance, resources and support for effective and efficient operation and maintenance of the Air Force Enterprise**



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# AFI/IL Strategic Goal for the *Air Force Publishing* **Program**



**5. Actively and responsively communicate with MAJCOMs on all C&I issues to provide effective, timely policy/guidance, resources and other support to meet operational, maintenance and readiness needs**

- **Develop and implement an Air Force Information Management policy to address electronic information management; (e.g., e-Publishing, e-Records Management, e-Business)**



# Air Force Publishing Program



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# History

**March  
1996**

SC/IM merger took place

-- SAF/AA transferred Air Force-level Publishing Policy/functional management to AF/SC

-- AFDPO retained AF-level Publishing Execution of AF-level publications

-- AFCIC responsible for Electronic Publishing and ETS Programs

**November  
1997**

AFCIC transferred Electronic Publishing Lead Command, ETS Program Management, tagging to AFCA

**April  
2000**

AFCIC transferred Electronic Publishing Lead Command, ETS Program Management, tagging to AFDPO

# AF/ILC-AFDPO AF Publishing Roles and Responsibilities

**Publishing.....equals.....Publications and  
Forms**

**Creation.....through.....Disposition  
Policy .....and.....Execution**

## ILC Does AF High Level Publishing Policy/Functional

**EXECUTION → GUIDANCE, PROCESS,  
PROCEDURES**

Customers → AFDPO/MAJCOM/FOA/DRU Pub Service Provider, AF/MAJCOM/FOA/DRU Physical Products Distribution Service  
DRU Publishing Mgrs Who Assist OPRs   Customers → MAJCOM/FOA/DRU Publishing Managers and Publishing End Users  
AF-Level Publishing Management Support → Customer AF-Level Publications and Forms OP

Publishing Managers Guide OPR Publication/Form Creation Process Formatting/Coordination/Approval		Production	Distribution	Archive/ Disposition
Physical (Paper)	Manual Forms Design	Print	Store Warehouse/ Mail	File Paper Record Sets/ Salvage
Electronic (Bits/Bytes)	Digitize	(Tagging/FormFlow	Store Electronic Repository (ETS)/ View/Download/Print	Electronic Records Mgt (ERMS)/Delete



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# e-Publishing

## ■ Publications

**SGML**



**XML**

## ■ Information Management Tool (IMT)

### ■ Previously forms



**FormFlow Filler**



**Information  
Management Tool**



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# Joint Partnership



***Crucial to a successful future***

***Goal: A strong, lasting relationship between the two organizations***

- AF/ILC—Owns AF Publishing Policy
- SAF/AA (AFDPO)—Lead Command responsible for execution of the policy



# Publishing Way Ahead

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- **Ensure the publishing program consistently meets the needs of the customers**
- **Continue electronic conversion efforts for publications/forms to the AF central site**
- **Refine centralization efforts for publications/forms**
- **Train personnel to design in the new IMT**
- **Convert the remaining FormFlow forms in the inventory to the new IMT**
- **Aggressively champion the future of the publishing program**



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# **Publishing Way Ahead**



- **Ensure the publishing program consistently meets the needs of the customers by:**
  - **Ensuring the overall health of the program**
  - **Identifying and defining publishing program initiatives in a timely manner**
  - **Working out program gray areas and disconnects, as appropriate**
  - **Ensuring that Publishing Policy/Lead Command roles and responsibilities are clearly delineated**



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# **Publishing Way Ahead**



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- **Continue electronic conversion efforts for publications/forms to the AF central site by:**
  - **Working with the MAJCOMs/DRUs/FOAs to convert their publications for placement on the AF Publishing central site**
  - **Working with the MAJCOMs/DRUs/FOAs to convert their forms (now IMTs) for placement on the AF Publishing central site**



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# Publishing Way Ahead



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- **Train personnel to design the new IMT**
  - **Viewer software deployed mid September**
  - **Implementation plan disseminated late September**
  - **Started WGM training mid September**
  - **IMT designer training to begin early November**



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# Publishing Way Ahead



- **Convert the remaining FormFlow forms in the inventory to the new IMT**
- **Already converted the first 100 most highly used forms**
  - A listing of these forms can be found at the AF Publishing web site
- **Follow-on phase is to convert the remaining forms to IMTs**



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# **Publishing Way Ahead**



- **Champion the future of the publishing program by ensuring:**
  - **The overall program meets the needs of the customer**
  - **That MAJCOMs/FOAs/DRUs get the support needed from Publishing Policy and Lead Command**
  - **Keep up with the changing technology to deliver quality and timely products**



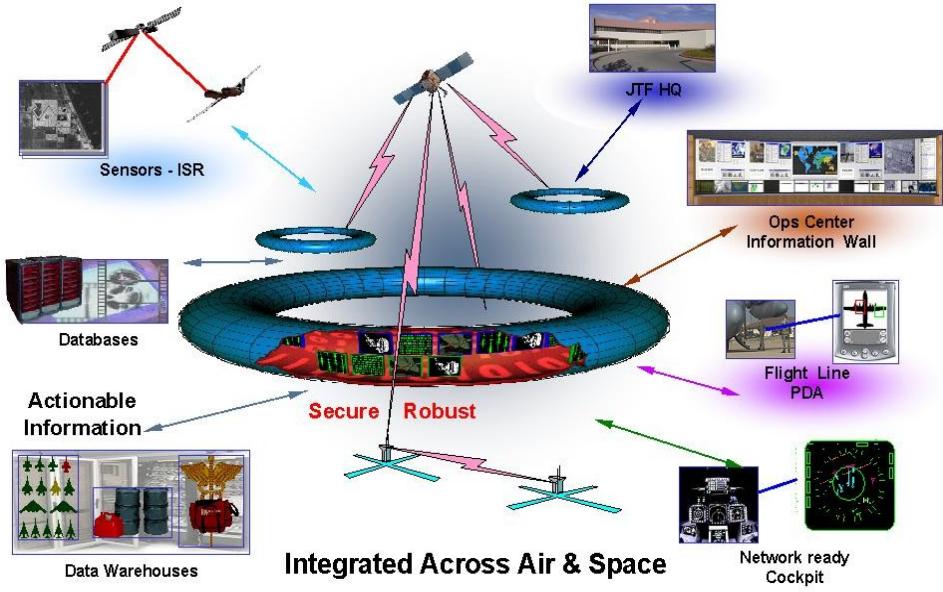
# Our Future Operational Environment



AF/IL: The Force Behind Air & Space Power

- Frictionless Information Flow
- Interconnected Platforms, Command Centers, Installations
- Robust, Secure, High Capacity Processing
- Enterprise-wide Information Capability
- Interoperable at all levels

## Networked On-Demand Information



***Our warfighters continue to demand & deserve a dedicated team of C&I professionals to operate &***

***defend the USAF portion of this grid...  
Our Job is to Do Whatever it Takes to  
Ensure Your Team is Ready !***



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# Questions



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